

# **WIRED Health Care Innovation: Expanding Nursing School Enrollment Through a Hospital-Employed Clinical Faculty Model**

## **2006 Missouri Governor's Conference on Workforce Development**

October 12, 2006

**Michael R. Dunaway**  
**Senior Vice President**

**Clyde McQueen**  
**President/CEO**

**Kansas City Metropolitan Healthcare Council**  
**Full Employment Council**

# A National Crisis

**According to the National League for Nursing, more than 147,000 potential nurses were tuned away last year because of diminished capacity in U.S. nursing schools.**

# Background

- ◆ April 2003 – communitywide briefing
- ◆ Strategic focus
- ◆ Call to action – 100 volunteers
- ◆ Educational Capacity Subcommittee
- ◆ Health Career Promotion Subcommittee
- ◆ Minority and Dislocated Worker Subcommittee

# Sorting Through the Subcommittee Recommendations

- ◆ **Workforce consultant retained**
- ◆ **Design teams formed**
- ◆ **Priorities established**
- ◆ **Looking for early victory/success**

# Phased Approach

- ◆ Nurse/clinical faculty expansion initiative
- ◆ Enhancing outreach and health career promotion
- ◆ Philanthropic and grant support

# Nurse/Clinical Faculty Expansion Initiative

# Barriers

- ◆ Nursing schools report long waiting lists of qualified student applicants
- ◆ Aging faculty
- ◆ Significant pay inequities between nurse educators and bedside nurses
- ◆ Availability of clinical rotation sites
- ◆ Major barrier that prevents expanding enrollment is the lack of clinical faculty

# Objective

- ◆ Increase Kansas City nursing school enrollment from 1000 students by 20 percent or 200 new students
- ◆ Start August 2005
- ◆ Use hospital-employed clinical faculty

# Pulling It All Together

- ◆ **Leased/donated faculty model**
- ◆ **5:1 student to faculty ratio**
- ◆ **Faculty will provide direct student supervision, plus be given an additional 50 percent allocation for indirect educational duties**

# Other Key Elements

- ◆ **Hospital-employed clinical faculty must be mutually acceptable to both affiliated nursing schools and sponsoring hospitals**

# Additional Benefits

- ◆ Evening and weekend opportunities with hospital-employed clinical faculty versus traditional faculty
- ◆ Hospital-employed clinical faculty address nurse educator pay inequities under this model

# Specialized Training for New Clinical Faculty

- ◆ Area nursing schools agreed to design and operate a Clinical Faculty Academy
- ◆ Provide education in the art of teaching for practicing clinicians
- ◆ Two-day curriculum & guest lecturers
- ◆ Comprehensive reference manual

# Coordinating Clinical Rotations

- ◆ **Clinical rotation survey to assist hospitals and nursing schools coordinate the rotations of new nursing students**
- ◆ **Special event to match/coordinate Peds, OB, Med/Surg and Psych rotations**

# One Last Hurdle

- ◆ **Missouri State Board of Nursing requires clinical faculty be master's prepared**
- ◆ **Inadequate supply of hospital-employed nurses with master's**
- ◆ **MoSBN approved 5 year demonstration project exemption to supplement master's prepared nurses and permit BSNs (actively pursuing master's) to serve as clinical faculty**

# Additional Safeguards

- ◆ **Documentation of roles/responsibilities of clinical faculty, nursing schools and hospitals**
- ◆ **Qualifications and appointment elements for hospital-employed clinical faculty**
- ◆ **Defining elements of the relationships between hospitals and nursing schools**

# Monitoring Progress

- ◆ **Benchmark and annual reporting to measure outcomes and performance of hospital-employed BSN clinical faculty**
- ◆ **Monitor graduation rates, student scores and other performance data**

# Other Observations

# Replicable Model

- ◆ **St. Louis Nurse/Clinical Faculty Expansion Initiative**
- ◆ **Expand nursing enrollment by 20 percent or 360 additional students starting in August 2005**
- ◆ **Regional demonstration pilot project with Missouri/Illinois state boards of nursing**

# Formation of Kansas City Healthcare Workforce Partners

# Kansas City Healthcare Workforce Partners

- ◆ **FOCUS: enhancing outreach and health career promotion**
- ◆ **Maintain pipeline for nursing and allied health expansion initiatives**
- ◆ **Coordinate (not duplicate) local health career promotional activities**

# Steering Committee

- ◆ Multiple community stakeholders
- ◆ Hospital HR recruiters, LTC, bio-medical research & life science, CNOs/KCANE, CNE, local workforce investment boards, civic organizations and others

# Clinical Orientation Manual

- ◆ CNE and KCANE collaborated to develop a clinical orientation manual and competency exam for student nurses
- ◆ Common mandatory training
- ◆ Automated function for competency exam and tracking system
- ◆ Kansas City Workforce Partners Web site: *[www.kchealthcareers.com](http://www.kchealthcareers.com)*

# Philanthropic Opportunities

- ◆ **Startup funds from area hospitals**
- ◆ **Broad collaboration is critical with philanthropic groups**
- ◆ **Local Workforce Investment Board**
- ◆ **WIRED - DOL grant**

# Partnership Between Public Workforce and Health Care Sector

# Full Employment Council

- ◆ **Public workforce grant to KCMHC**
- ◆ **Demand forecast with job profiles**
- ◆ **Kansas City Workforce Partners Web site:**  
*[www.kchealthcareers.com](http://www.kchealthcareers.com)*
- ◆ **Health career promotional materials with salary information and Web links to local colleges/universities**
- ◆ **Coordination of communitywide outreach and health career promotion events**

# Second Grant – FEC Projects

- ◆ **Pre-employment screening for entry level health care workers and career development for incumbents**
- ◆ **Hospital consensus on assessment tools and referral protocols between hospitals and public workforce system**
- ◆ **Support initial grant deliverables**

# WorkKeys Assessment

- ◆ A program of ACT (college entrance exam)
- ◆ Job skills assessment system measuring three foundational skills critical to job success:
  - applied math
  - reading for information
  - locating information
- ◆ Occupational profiles for thousands of jobs
- ◆ FEC also provides a week-long career readiness training

# Healthcare Selection Inventory

- ◆ **Pre-employment assessment that identifies the very best health care applicants in terms of :**
  - **customer service**
  - **retention**
  - **job performance**
- ◆ **Short online HIS survey regarding attitudes, opinions and preferences**

# Healthcare Selection Inventory

## ◆ HIS focuses on five key job families:

- nursing
- patient care
- entry-level service
- technical/professional
- administrative/clerical

# Healthcare Selection Inventory

- ◆ **Hospital HR department provided with HIS results and job fit indices:**
  - overall performance
  - retention
  - service excellence scores
- ◆ **Structured behavioral-based interview guide and sample questions**

# WIRED Health Care Grant

KCMHC - FEC

# WIRED Grant

- ◆ **Workforce Innovations in Regional Economic Development (DOL)**
- ◆ **\$15 million (3 years)**
- ◆ **Awarded to 13 regions/communities**

# OneKC WIRED Application

- ◆ **Bi-state grant application**
- ◆ **Governor Blunt (MO)**
- ◆ **Governor Sebelius (KS)**
- ◆ **Collaboration between advanced manufacturing, life sciences, health care and the public workforce system**

# WIRED Health Care Programs

- ◆ **FOCUS: high demand/growth sector**
- ◆ **Five health care initiatives**
- ◆ **Sustain current nurse/clinical faculty expansion (\$1.576 million)**
- ◆ **WIRED permits the region to fill in gaps in the current expansion initiative**

# WIRED Health Care Programs

- ◆ **Develop formal CFA curriculum**
- ◆ **Create human patient simulation lab**
- ◆ **Develop nurse preceptor/mentor program**
- ◆ **Expand existing nurse re-entry program**
- ◆ **Develop financial assistance program for BSNs to obtain post graduate degree to teach**

# Questions & Group Discussion

# Contact Information

**Michael R. Dunaway, Senior Vice President**  
**Kansas City Metropolitan Healthcare Council**  
**913/327-7200**  
***mdunaway@mail.mhanet.com***

**Clyde McQueen, President/CEO**  
**Full Employment Council**  
**816/471-2330**  
***cmcqueen@feckc.gov***